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**Action Planner for Principals**

***A through-the-year checklist to help you succeed***

**Summer (Before School Starts Each Year)**

***Plan items below for the coming year, ideally with the Instructional Team of Leaders (ITL)***

**Communication**

[ ]  Prepare to communicate OC with new & existing staff & parents at start of year.

[ ]  Get and use communication planner from your district.

**Leading a Team**

Lead your Instructional Team of Leaders (ITL)—MCLs, assistant principal(s), & any other leaders formally accountable for student outcomes.See[Instructional Leadership & Excellence](https://opportunityculture.org/instructional-leadership-and-excellence/) web pages.

[ ]  **Launch & lead**: Create an action plan to achieve school goals working with & through your team of MCLs: clarify school & team goals, MCL/teacher roles, & steps to collaborate; include weekly team & individual schedules; create [Standing Agendas for Leading your Instructional Team of Leaders](https://opportunityculture.org/wp-content/uploads/2016/06/Standing_Agendas_for_Leading_Instructional_Team_of_Leaders-Public_Impact.docx).

[ ]  Revisit school data vs annual goals for past year. Refer to the Theory of Action and Measures of Success documents your school design team developed. Identify strengths & challenges.

[ ]  Set/refine school vision to clarify what you want to achieve for students & staff in your school.

[ ]  Set/refine goals for coming year, including working with MCLs to set high annual learning standards & growth goals up to & beyond standards. Include early-win goals to build momentum, if making major changes.

[ ]  **Build team cohesion**: Determine how your team of MCLs, & each MCL’s team, will build relationships, collaborate, address challenges, & celebrate success.

[ ]  **Support & develop individuals**: Plan how & when you will co-lead, model, coach, observe, & give feedback to individual MCLs on your Instructional Team of Leaders.

[ ]  **Manage yourself**: Clarify your role vs. MCL duties (see [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx)).

[ ]  Attend available training for principals leading Opportunity Culture schools; refresh through [professional learning](https://www.opportunityculture.org/professional-learning/).

[ ]  Add *all* to calendar: multi-school team meetings, if any; meetings of schoolwide instructional team of leaders; meetings with MCLs individually to plan & coach; meetings with your multi-school leader or other supervisor.

**Notes and reminders:**

**Achieving Instructional Excellence**

See [Instructional Excellence Summary](https://opportunityculture.org/wp-content/uploads/2016/12/Instructional_Excellence_Summary-Public_Impact.pdf) & [web pages](https://opportunityculture.org/instructional-leadership-and-excellence/).

Establish school instructional plan & routines for each area by leading MCL team to:

[ ]  **Plan ahead & raise sights:** Plan high-standards, differentiation-ready curriculum, lessons, interim assessments, & schoolwide data system, working with & through your team of MCLs.

[ ]  Ensure that MCLs create interim standards & growth targets, aligned with school’s annual goals.

[ ]  Facilitate choosing engaging instructional methods with differentiation options.

[ ]  Plan in advance to protect MCL leadership time & teachers’ instructional time.

[ ]  **Connect with students & families to cultivate a culture of learning:** Use strong bonds to motivate. Help MCL team support teachers to:

[ ]  Plan to communicate vision that all students can succeed; build individual relationships; share student learning information; & motivate everyone to do their best with positive communications.

[ ]  **Establish superior classroom leadership:** Set & follow schoolwide routines to focus students on learning.

[ ]  Help MCLs prepare to help teachers: lead classrooms with a firm yet warm presence; set norms for classroom interactions; follow a behavior management cycle; & use positive systems highlighting exemplary behavior.

[ ]  **Execute rigorous, personalized lessons for mastery & growth:** Engage students with ambitious learning goals, instruction for high growth & higher-order thinking, & personalization. Use digital learning wisely. Help MCLs:

[ ]  Plan to: set ambitious learning goals for each class *and* individual student; prepare lessons aligned with curriculum *and* student needs (“personalization”); & engage students deeply in learning.

[ ]  **Monitor student learning data during year:** Assess frequently for mastery & growth; capture data. Help MCLs:

[ ]  Plan to: assess learning at start of year; give assessments aligned to each lesson, unit, & annual goal; track data efficiently; collect multiple data points; generate reports; & analyze data for individual & class needs.

[ ]  **Adjust instruction to meet each student’s needs:** Adjust teaching, work difficulty, & assignments. Help MCLs:

[ ]  Plan to: Collaborate with each teaching team to improve instruction rapidly for mastery & growth

[ ]  Research additional interventions aligned to each student’s need, as needed.

[ ]  **Share data with students & families about growth vs. goals** students help set: Engage students! Help MCLs:

[ ]  Plan to: continuously lead students to set own goals, track own growth, & make choices to meet goals.

**Notes and reminders:**

**Leading Across the Organization**

**☐** **Leading teachers and staff**

[ ]  Fill any open positions through your district’s pool. Share OC vision as you go.

[ ]  Assign final OC roles & reporting relationships (if changes, late hires, etc). Use [Organizational Chart Template](https://opportunityculture.org/wp-content/uploads/2016/06/Organizational_Chart_Template_Instructional_Leadership_and_Teams-Public_Impact.docx).

[ ]  Ensure OC staff members get appropriate [summer training](https://www.opportunityculture.org/summer-professional-learning/).

[ ]  Plan for teacher induction by MCLs; plan & schedule periodic (e.g., monthly) PLCs for staff in same roles next year.

[ ]  **Leading operations**

[ ]  Clarify time detail for:

* **MCLs**: % teaching & leading in schedule, using materials from school design or district OC director; policies to protect MCL time from low-value administrative duties.
* **All teachers**: clarify planning time, how to use it, with whom, & with what tools.
* **Students**: identify policies & steps to protect student learning time.

[ ]  Schedule all in order: Schoolwide Instructional Team of Leaders; principal-MCL coaching; PLCs for same-role teachers (e.g., all MCLs); teaching teams; co-teaching; teacher coaching by MCLs; instruction. See the Key Scheduling Components Worksheet your school design team used.

[ ]  Plan & make changes to digital instruction, data tools/reporting, hardware, etc., with district.

[ ]  Plan & make changes to facilities, with district (rooms/walls, furniture, plugs, etc.).

[ ]  Re-check that budget sources/timing cover any staffing or tech changes. See the School Sustainability Calculator used during school design and available on your School Excellence Portal.

**Improving with Data**

[ ]  Create and load a tracker with priorities, strategies to achieve them, & measures you can check during the year.

[ ]  Add all interim assessments to school calendar in advance of school year.

[ ]  Align schedule of major, interim assessments with planned reports by each MCL to the schoolwide Instructional Team of Leaders.

***Notes and Additional Tasks, if applicable***

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| --- | --- | --- | --- |
| **Additional Task To Do or Ask Others To Do**  | **By Whom** | **By When** | **Notes / Resources** |
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**Notes and reminders:**